

CONSULTING, COACHING AND COLLABORATING

Assisting Managers in their HR Role

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TODAY'S AGENDA

- The Varying Roles for HR
- The Manager's Situation
- Interventions
- Motivating Factors

WHICH HAT?

- The Consultant
- The Coach
- The Collaborator

THE CONSULTANT

- Emphasizes power based on information, process or dynamics
- Emphasizes problem solving skills, inquiry, empowerment

THE CONSULTANT ROLE

- Ambivalence regarding the "expert"
- Initial positioning is neutral
- Recognizing the set-up

THE COACH

- Emphasizes ongoing implementation of recommendations
- Emphasizes leadership development

THE COACH ROLE

- Supports and encourages tentative managers

- Provides guidance about pacing and delivery of actions
- Facilitates leadership development

THE COLLABORATOR

- Emphasizes partnership in problem solving
- Emphasizes shared learning experience

THE COLLABORATOR ROLE

- Works to solve problems in ways that are consistent with agency reality
- Integrates HR/LR into agency culture in a proactive role

SELECTING HABERDASHERY

- Which hat do you like the best?
- Which style suits you best?
- Who selects your hat(s)?

UNDERSTANDING THE MANAGER

- Manager's behavior reflective of personal concerns
 - Authority issues
 - Over-use
 - Denial
 - Immobilization
 - Like the frozen parent of a traumatized family
 - Fear of multi-level reprisal

UNDERSTANDING THE MANAGER

- Manager's behavior as diagnostic of larger systemic issues
 - Caught between competing demands
 - Does this case reflect on their competence?
 - Middle manager's dilemma

UNDERSTANDING THE MANAGER

- Managers And organizational pressure
 - Absorb it themselves
 - Displace it onto employees

UNDERSTANDING THE MANAGER

- Assessing manager's ability to address issues
- Naming the ambivalence
- Developing new approaches

THE EMPLOYEE

- Basic information
- History of problem
- Problem-free history
- Efforts made to address problem

THE EMPLOYEE

- Mental health concerns
- Substance abuse
- Threats and violence

THE CONTEXT

- Is it occurring elsewhere in the system?
- Have there been any recent changes, losses, trauma?
- Why is the problem surfacing now?

THE CONTEXT

- Would problem be as noticeable if:
 - Staffing levels were higher?
 - More training were provided?
 - Someone else hadn't complained about it?

RELUCTANT MANAGERS

- Remind them of their responsibility to the agency
- Explore their resistance
- Use your “expert” status
- Pull in superior if necessary
- Praise what they've done well

OVERZEALOUS MANAGERS

- Ask questions To understand their strong reaction
- Encourage them To be more conservative
- Set limits
- Pull in superior if necessary
- Praise what they've done well

APPROPRIATELY CONCERNED MANAGERS

- Praise
- Support
- Encourage
- Clone

MOTIVATION

- Various perspectives
 - Freud
 - Maslow
 - Reiss
- Everyone is motivated differently!

COMMON FACTORS LEADING TO JOB SATISFACTION

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Growth

COMMON FACTORS LEADING TO JOB DISSATISFACTION

- Policy and administration
- Supervision
- Work conditions
- Job strain
- Salary
- Relationships with others

QUESTIONS TO ASK

- What means the most to you about your job?
- What are your strengths?
- What constitutes a good day?
- Where do you see yourself in five years?

SUMMARY

- Know the hat you need to wear
- Learn as much info as you can about:
 - Manager
 - Employee
 - Context
- Target your intervention

THANK YOU!

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